

Recruiting Company Commander Development Program



23 May 2007

**Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121-2726**

Statement of Understanding Recruiting with Integrity

1. I understand that as a company commander in the United States Army Recruiting Command, I must maintain the highest standards of integrity and conduct. I understand that my voluntary and full compliance with recruiting procedures is the only way to ensure integrity in the enlistment process. All documents and procedures must be timely, truthful, and complete to protect the interests of the applicant, the Army, and myself.
2. I hereby state that I am familiar with, understand, and will comply with all provisions of the following lawful general regulations:
 - a. USAREC Reg 601-45, Recruiting Improprieties Policies and Procedures, chapter 2.
 - b. USAREC Reg 600-22, Assignment of Enlistment Processing Responsibility.
 - c. USAREC Reg 600-25, Prohibited and Regulated Activities.
 - d. AR 601-210, Regular Army and Army Reserve Enlistment Program.
3. I understand that failure to comply with these regulations may subject me to disciplinary actions under the Uniform Code of Military Justice.
4. I further understand that, if I know of or suspect any improper recruiting practice or the occurrence or attempt of any improper relationship between a prospect, applicant, contact, or member of the Future Soldier Training Program and a member of the recruiting force, I must report it to my chain of command. I understand that if I fail to do so, I will be subject to punishment under the Uniform Code of Military Justice and all appropriate administrative actions for violation of a lawful general regulation.
5. I further understand that it is my duty to report, to my chain of command, any known or suspected violations of any other regulatory provisions cited in paragraph 2 or an attempt to commit such a violation. If I fail to report any such violations or suspected violations, I am subject to punishment under the Uniform Code of Military Justice and to appropriate administrative actions for dereliction in the performance of my duties.

Printed Name: _____

Signature: _____ **Date:** _____

Training

Recruiting Company Commander Development Program

For the Commander:

RENEE T. FINNEGAN
Colonel, GS
Chief of Staff

Official:

BRUCE W. MORRIS
Assistant Chief of Staff, G-6

History. This printing publishes a new USAREC Pam 350-2-3.

Summary. This pamphlet guides and documents

the development of duties and responsibilities for a recruiting company commander.

Applicability. This pamphlet is applicable to all enlisted recruiting company commanders.

Proponent and exception authority. The proponent for this pamphlet is the Assistant Chief of Staff, RRS-T. The proponent has authority to grant exceptions to this program that are consistent with controlling laws and regulations. The proponent may delegate approval authority, in writing, to the Chief of Training, who is in the grade of lieutenant colonel or civilian equivalent

or higher.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCTNG-DD, 1307 3rd Avenue, Fort Knox, KY 40121-2726.

Distribution. Distribution of this pamphlet has been made in accordance with USAREC Pam 25-30, distribution special. Special equals one to each company commander. This pamphlet is also electronically generated and available on the Command Enterprise Portal and the Learning Management System.

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Glossary

1. Purpose

This pamphlet provides resources and establishes procedures for the Recruiting Company Commander Development Program (RCCDP). The program is designed to assess, train, and validate enlisted company commanders on their individual critical tasks in accordance with STP 12-79R-OCFS.

2. References

For required and related publications and refer-

enced forms see appendix A.

3. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the glossary.

4. Concept and description

a. Commanding a recruiting company is a demanding leadership challenge in an unfamiliar operating environment. The learning curve is steep, fast paced, and live fire. It is essential new company commanders fully understand the recruiting operating systems (ROS) to effectively plan, direct, and lead their recruiting force. The RCCDP reinforces their operational understanding while transitioning them from the classroom to their new area of operations (AO).

b. The RCCDP is a 6-month, five-phase program managed by the battalion commander (see app B). The program is a systematic approach to schedule, conduct, and assess training. It establishes time lines to evaluate task performance and allows for trainee feedback. The program also allows new company commanders to: Visualize their AO using the ROS, describe actions to improve their recruiting operation plan (ROP), and redirect recruiting efforts to achieve the mission. There are five phases to the program:

(1) Phase I is institutional training. During this phase, new company commanders will complete the distance learning (DL) Recruiting Company Commander's Course (RCCC) via the Learning Management System (LMS) and the 3-week resident course at the Recruiting and Retention School (RRS), Fort Jackson, SC. NOTE: The DL portion of Phase I must be completed at least 10 days prior to RRS attendance.

(2) Phase II has two parts: The Right Seat and Left Seat Ride Program and the Reception

and Integration.

(a) The right seat and left seat ride program ensures continuity and the passage of knowledge between outgoing and incoming leaders. The program is 10 days in duration; 5 days in the right seat and 5 days in the left seat.

(b) Reception and integration counseling will be completed for all company commanders within 30 days of their arrival to the unit. Brigade and battalion leaders and the First Sergeant will help them become familiar with the United States Army Recruiting Command (USAREC) environment.

(3) Phase III is task assessment and organizational training. New company commanders will undergo an assessment of the training they received at the RRS. They will also receive structured training to learn tactics, techniques, and procedures (TTP) unique to their AO.

NOTE: The battalion commander determines the program's requirements based on the training needs of the new company commander and their market.

(4) Phase IV is the validation phase. Company commanders will be validated (initially and annually) on their performance of each critical task. Phase IV also addresses the Gunner Badge Program. All company commanders are required to self-generate an enlistment of a quality high school diploma graduate I-III A (GA) within their first 90 days of command.

(5) Phase V is the officer professional development (OPD) program. The program's intent is to provide officers with career development and continuing education opportunities during their recruiting tour.

5. Policies

a. Phases II through IV reinforce the institutional training received and fine tunes new com-

pany commanders' abilities to successfully lead their recruiting force. Only proven leaders and experienced trainers will provide direction, instruction, on-the-job training, coaching, and mentoring.

b. Critical task assessment, training, and validations will be conducted under hands-on, live-fire conditions and recorded on the appropriate forms. Trainers will document all training on USAREC Form 967 (Training Record). Company commanders will add their comments to the form and both will sign.

c. All training records will be retained and included in the RCCDP.

d. The RCCDP is mandatory for all company commanders with less than 6 months in position.

e. No extensions are authorized for the RCCDP.

f. Leave is the only authorized absence from the RCCDP.

6. Responsibilities

a. USAREC, Recruiting and Retention School-Training (RRS-T), Training Assessment Division, is the responsible agent for the RCCDP. USAREC trainers may be called upon to assist the battalion commander, but are not authorized to conduct validations.

b. Brigade commanders. Brigade commanders are the approval authority for the new company commander's completion or early release from the RCCDP.

NOTE: Early release is based on the battalion commander's recommendation and the successful completion of all phases and task validations.

(1) Brigade commanders can designate an alternate company commander, from within the brigade, to execute the right seat and left seat ride program.

(2) Brigade commanders will verify all "Gunner's Badge" enlistments and award USAREC Form 1125 (Commanding General's Gunner Certificate).

NOTE: Certificates will be revoked if applicant fails to ship.

(3) Brigade commanders will submit RCCDP quarterly status reports (see c below) no later than the first week of each quarter to Headquarters, United States Army Recruiting Command (HQ USAREC), RRS-T, Training Assessment Division.

c. Brigade master trainers (MTs). Brigade MTs are secondary trainers to brigade and battalion commanders and may be called upon for training assistance.

NOTE: Brigade MTs are not authorized to conduct validations.

(1) Maintain USAREC Form 1277 (Recruiting Company Commander Development Program Tracking Log).

(2) Submit quarterly RCCDP status reports using USAREC Form 1277 no later than the first week of each quarter to: HQ USAREC, RRS-T, Training Assessment Division.

d. Brigade schools managers. Training seats

will be requested by brigade schools managers for new company commanders who do not attend the RCCC enroute to their assignment. The training seat request will be made through HQ USAREC, ATTN: RRS-T, 1307 3rd Avenue, Fort Knox, KY 40121-2726, within 30 days of the new company commander assuming command.

e. Battalion commanders. Battalion commanders are the approval authority for all completions of the RCCDP. Battalion commanders are primary evaluators and trainers for company commanders' critical tasks. They will review and annotate all training monthly. Battalion commanders will:

(1) Brief new company commanders on the RCCDP.

(2) Ensure new company commanders who did not attend the RCCC on temporary duty enroute are properly sponsored, inprocessed, and in quarters prior to their enrollment in the RCCDP.

(3) Ensure battalion staff personnel are familiar with RCCDP requirements.

(4) Review and sign the task matrix at the completion of the RCCDP.

(5) Ensure the right seat and left seat ride program takes place prior to the new commander assuming command responsibility in accordance with USAREC Reg 350-1.

(6) Counsel new company commanders and document their progress after each phase of the RCCDP on DA Form 4856 (Developmental Counseling Form).

(7) Implement and oversee Phase IV, gunner badge certification, for the RCCDP.

(8) Provide specific guidance and retraining immediately after any failed validations.

(9) Ensure all new company commanders complete the RCCDP within established program guidelines.

(10) Counsel new company commanders after completion of the program and sign a memorandum of completion.

f. Battalion MTs. Battalion MTs are responsible for the administration and scheduling of the RCCDP.

(1) Battalion MTs are secondary trainers and may be called upon for assistance.

NOTE: Battalion MTs are not authorized to conduct validations.

(2) Maintain USAREC Form 1277.

g. Departing company commanders. Departing company commanders will:

(1) Serve as the primary trainer during Phase II.

(2) Provide the new company commander with visual benchmarks for successful company operations.

h. New company commanders. It is the new company commanders' responsibility to master and maintain the skills necessary to perform their duties. The individual must do self-assessments throughout the program to ensure they receive quality training. They must also use the LMS and all updated doctrine materials to enhance and hone their skills. The individual is ultimately

responsible for their own validation.

7. Procedures

a. All new commanders enrolled in the RCCDP will be assessed and validated using this pamphlet and STP 12-79R-OCFS. The program will be conducted within 6 months of assignment to the unit (see task matrix in app C). All assessments, training, and validations will be hands-on, live-fire exercises and will be planned and scheduled in advance.

(1) The RCCDP will be used to validate the new company commander's proficiency in the following subject areas: Intelligence, prospecting, processing, Future Soldier Training Program (FSTP), recruiting service support (RSS), command and control (C2) systems, and training. Each of the subject areas has specific or related individual critical tasks.

(2) All training and counseling will be documented on USAREC Forms 967 (app D) and DA Forms 4856 (app E).

(3) Passed validations do not have to be repeated. If the new company commander receives a "No-Go," the evaluator will provide immediate remedial training and document USAREC Form 967.

b. Phase II: Reception and Integration and the Right Seat and Left Seat Ride Program.

(1) New company commanders will complete this phase immediately after attending the RCCC and prior to assuming command. The battalion commander will ensure proper integration of the new company commander into their company's area of responsibility. This will include at a minimum the company headquarters and station visits. Battalion commanders will counsel new company commanders using DA Form 4856 (app E) on the specific conduct of the program.

(2) Prior to the new company commander assuming command, they will participate in the right seat and left seat ride program. It is not necessary to complete the battalion orientation and the right seat and left seat ride program during the same week. A properly executed program will result in a smooth transition for the new company commander and the unit. Brigade commanders can supplement the program's activities with brigade or battalion initiatives to ensure a seamless command handoff.

(3) The program should be flexible and represent the normal day-to-day activities of a company commander. The departing commander is the program's trainer. During the first 5 days, the outgoing commander will conduct normal operations with the new commander observing from the right seat. During the last 5 days the new commander will take the left seat with the outgoing commander serving as an observer and mentor. The outgoing leader will provide their expertise and guidance.

(4) The outgoing commander and the new commander will submit an afteraction review (AAR) to the battalion commander at the completion of the right seat and left seat ride. The AAR should address the completion of required tasks and any areas that may require additional training.

(5) The program normally covers a 10-day period but may be adjusted by senior commanders. Brigade commanders, at their discretion, may require an additional ride with a successful company commander from inside or outside the parent battalion. The program can be shortened for commanders with previous USAREC experience. The right seat and left seat ride program checklist is in appendix B.

c. Phase III: Assessment and Organizational Training. During this phase the new company commander is expected to have mastered all critical tasks and demonstrated their ability to successfully lead the recruiting force.

(1) New company commanders will undergo an assessment of training and knowledge received at the RRS by the battalion commander (app F). This assessment will determine the strengths and weaknesses of the new company commander. Assessments will be done using STP 12-79R-OCFS and will be annotated on the record of assessment observation sheets located in appendix G. The assessment will identify strengths and training needs.

(2) New company commanders will receive structured training on TTP for successful operations within their new AO. The battalion commander will define the training program's requirements based on the new company commander's training needs and their market.

(3) The battalion commander will review and initial the task matrix (app C). All comments and signature will be annotated on the battalion commander's phase review comments sheet (app F) at the completion of Phase III.

d. Phase IV: Validation. At the completion of this phase the new company commander is expected to have mastered task competency and possess extreme proficiency, employing TTP with great success and effectiveness.

(1) All tasks will be validated by hands-on, live-fire observations using STP 12-79R-OCFS which can be accessed on the LMS. Evaluations will be annotated on the record of validation observation sheets located at appendix H.

(2) The battalion commander will counsel the new company commander on failed tasks. All tasks identified as first time "No-Go" will require immediate remedial training. All trainers will conduct hands-on, live-fire training of all failed tasks. Training will be conducted within 72 hours of task failure and will not exceed 1 calendar week. Training will be annotated on USAREC Form 967 stating what training and additional guidance was given. If further training is necessary, the new company commander will be advised to take pertinent courses on the LMS or study doctrine publications related to their job.

(3) Evaluations will be annotated on the record of validation observation sheets located at appendix H. In all cases the battalion commander must notify the brigade commander through the commander's critical information report.

(4) At the conclusion of Phase III and Phase IV of the program, the battalion commander will counsel the new company commander regarding their leadership and technical skill.

(5) The battalion commander will review and initial appendix C (task matrix and task assessments). All comments and signatures will be annotated in appendix F at the completion of each phase. If the battalion commander recommends early release from the program, those comments must be annotated.

8. Assessment and validation procedures

a. STP 12-79R-OCFS will be used for all assessments and validations.

b. Score "Go" if new company commander correctly performs all performance measures. Score "No-Go" if new company commander incorrectly performs one or more performance measures and provide on-the-spot training.

c. All assessments will be annotated at appendix G. All validation observations will be annotated at appendix H. All (P) Passed evaluations and validations will also be annotated on the task matrix at appendix C. All "No-Go" evaluations will be followed up with training and recorded on USAREC Form 967 maintained at appendix D.

d. The record of assessment will be conducted during Phase III.

(1) There is no limit on task assessment observations.

(2) When all tasks have been assessed and recorded as "Go," the new company commander will review their handbook.

9. Retraining

Trainers will conduct hands-on, live-fire training for failed task validations. Training should be conducted within 72 hours but not exceed 1 calendar week. Training will be annotated on USAREC Form 967, stating what kind of training and what guidance was given. If further training is necessary, the new company commander will be advised to enroll in a related course on the LMS or given a preferred reading list of material related to their job.

10. Program completion

a. The battalion commander will award a validation memorandum for successful completion of the program.

b. If all assessments and validations are completed prior to the end of the sixth month, the brigade commander may release the new company commander from the program early.

11. Documentation for each phase

a. Phase I: RRS course completion certificate and orders authorizing wear of the Recruiter Badge.

b. Phase II: Right Seat and Left Seat Ride Program and Reception and Integration.

(1) Right seat and left seat ride program checklist (app B).

(2) Reception and integration counseling checklist (app B).

c. Phase III: Assessment and Organizational Training.

(1) Record of assessment observations (app G). Must be a true and honest assessment so

effective training can be conducted. The new company commander will also annotate training feedback on this worksheet.

(2) DA Form 4856 will depict task performance, responsiveness to training, and specific guidance for failed assessments. Counseling will be maintained in appendix E.

(3) USAREC Form 967 will capture all specific training and the results. The new company commander must also annotate their feedback on USAREC Form 967 and maintain in accordance with appendix D.

(4) Task matrix (app C). Will capture completed assessments and the battalion commander's review.

d. Phase IV: Validation.

(1) Record of validation observation (app H) will capture a true and honest program observation.

(5) Award USAREC Form 1125 upon completion of the Gunner Badge Program.

12. Annual validations

Annual validations will be conducted 1 year from the completion date of the RCCDP. The task matrix and task assessments sheets in appendix C will be used for all annual validations. RCCC refresher training is conducted semiannually by RRS-T for those commanders who require additional institutional training.

13. Filing

Upon completion of the program, the handbook will be maintained under record number 601-210i, Recruiting Management Files-Company Commander Training, at the battalion level for a period of 2 years. Upon the full implementation of the LMS, these files will become a permanent part of the officer's training record (transcript).

Appendix A References

Section I Required Publications

DA Pam 600-3

Commissioned Officer Professional Development and Career Management. (Cited in para B-29.)

STP 12-79R-OCFS

Officer and Civilian Foundation Standards (OCFS) Manual. (Cited in paras 1, 7a, 7c(1), 7d(1), 8a, C-1, and C-2.)

USAREC Manual 3-0

Recruiting Operations. (Cited in para B-2b.)

USAREC Reg 350-1

Training and Leader Development. (Cited in para 6e(5).)

Section II

Related Publications

AR 380-13

Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations.

AR 600-20

Army Command Policy.

AR 601-1

Assignment of Enlisted Personnel to the U.S. Army Recruiting Command.

AR 601-210

Regular Army and Army Reserve Enlistment Program.

FM 21-20

Physical Fitness Training.

USAREC Manual 3-01

The Recruiter Handbook.

USAREC Manual 3-02

Recruiting Company and Station Operations.

USAREC Reg 1-18

Management of Centers of Influence Events.

USAREC Reg 1-21

Inspections.

USAREC Reg 37-12

Control of Financial Resources.

USAREC Reg 56-1

Management of Government-Owned Vehicles.

USAREC/FORSCOM Reg 140-1

Recruiting Partnership Council.

USAREC Reg 360-2

Distribution and Replenishment of National Re-

cruiting Publicity Items.

USAREC Reg 600-22

Assignment of Enlistment Processing Responsibility.

USAREC Reg 600-25

Prohibited and Regulated Activities.

USAREC Reg 601-45

Recruiting Improprieties Policies and Procedures.

USAREC Reg 601-85

Total Army Involvement in Recruiting.

USAREC Reg 601-95

Delayed Entry and Delayed Training Program.

USAREC Reg 601-96

Guidance Counselor Procedures.

USAREC Reg 601-101

Education Enlistment Credentials.

USAREC Reg 601-104

Postsecondary Schools Recruiting Program.

USAREC Reg 601-106

Active Duty for Special Work Program.

USAREC Reg 601-107

Operational Management Systems.

USAREC Reg 672-10

Recruiting Incentive Awards.

USAREC Reg 690-6

Civilian Personnel Administration.

Section III

Prescribed Forms

There are no entries in this section.

Section IV

Referenced Forms

DA Form 348

Equipment Operator's Qualification Record (Except Aircraft).

DA Form 647-1

Personnel Register.

DA Form 4856

Developmental Counseling Form.

DD Form 93

Record of Emergency Data.

SGLV Form 8286

Servicemembers' Group Life Insurance Election and Certificate.

USAAC Form 101

USAAC Information System Access Request.

USAAC Form 107

Request for IT II or III Category Access Pending Completed Background Surety Investigation.

USAREC Form 967

Training Record.

USAREC Form 1125

Commanding General's Gunner Certificate.

USAREC Form 1277

Recruiting Company Commander Development Program Tracking Log.

Appendix B

Phases of the Recruiting Company Commander Development Program

Section I

Phase I: Institutional Training

B-1. Purpose. To provide training for Active Army officers selected by the United States Army Human Resources Command to serve as recruiting company commanders.

B-2. Scope. The curriculum of the RCCC provides training on recruiting doctrine, policies, programs, procedures, and adaptive leadership that will enable new company commanders to visualize, describe, and direct recruiting efforts. The course includes instruction, practical exercises, and experience-based training. The program will enable new company commanders to effectively plan their company operations.

a. Newly assigned company commanders are required to complete Phase I of the RCCC at least 10 days prior to their attendance at the RRS. Phase 1 is the DL portion of the RCCC and will be completed via USAREC's LMS.

b. The RCCC provides training on recruiting doctrine and the ROS found in USAREC Manual 3-0. The ROS is comprised of: Intelligence, prospecting, processing, FSTP, RSS, C2 systems, and training. The ROS supports USAREC's mission-essential task list:

- (1) Conduct positioning analysis and evaluation.
- (2) Lead the force.
- (3) Conduct operations.
- (4) Train the force.
- (5) Sustain and maintain the force.
- (6) Provide family support and Soldier well-being to the force.
- (7) Train, lead, and sustain Future Soldiers (FSs).

c. The capstone exercise, conducted in conjunction with the gaining First Sergeant, via electrons and telephone, is the development of a leader plan of action, using company data to improve the organization.

Section II

Phase II: Right Seat and Left Seat Ride Program

B-3. Purpose. The purpose of the right seat and left seat ride program is to train and mentor incoming leaders.

B-4. Scope. This program ensures continuity and the passage of knowledge from outgoing to incoming leaders. The program is 10 days in duration, 5 days in the right seat and 5 days in the left seat. The program helps new company commanders become familiar with the unit's TTP and operations. A properly executed program results in a smooth transition for the new company commander and the unit. Brigade commanders may add to the required tasks established in this appendix during the program to ensure proper battle handoff. If the outgoing company commander has departed or is not suitable to conduct the right seat and left seat ride program, the brigade commander will designate a successful company commander from within the brigade. The program should be flexible, allowing for effective leader development.

B-5. Procedures. The new commander rides with the outgoing commander during the first 5 days. The outgoing commander conducts normal operations while the new commander observes from the right seat. The new commander then assumes the left seat, with the outgoing commander serving as an observer and mentor. The outgoing commander will provide expertise and guidance as needed. Upon completion of each step, the new commander and outgoing commanders will submit an AAR. The AAR should address completion of required tasks and any areas that may require additional training. The program which covers a 10-day period may be adjusted by senior commanders; shortened for leaders with previous USAREC experience or lengthened to provide additional training. Below is the required documentation for this program:

Task	Date Trained	Remarks
Section I. Right Seat Company Commander Observation		
1. Company headquarters orientation. a. Observe a company level AAR. b. Review company's School Recruiting Program (SRP). c. Overview of FSTP. d. Leader Zone overview; how it is used during AAR.		
2. Large station orientation. a. Analyze station productivity. b. Observe leadership techniques to include AAR. c. Review the station's ROP and strengths, weaknesses, opportunities, and threats analysis.		
3. Analyze mission planning strategy - large station. a. Inspect recruiter planning guides. b. Inspect school folders.		

Task	Date Trained	Remarks
c. Observe prospecting techniques: (1) Telephone. (2) Face-to-face. d. Discuss referral prospecting. e. Visit a center of influence (COI) or very important person (VIP) with the station commander or recruiter. f. Visit a high school or college.		
4. Meet with First Sergeant. a. Discuss the company's situation: (1) Mission accomplishment. (2) Personnel. (3) Legal actions. (4) Demographics and market. b. Discuss company's command philosophy.		
5. Conduct change of command inventory.		
6. Assume command of the company.		
Section II. Left Seat Company Commander Mentorship	Date Trained	Remarks
1. Company headquarters orientation. a. Observe a company AAR. b. Review company's SRP. c. Overview of FSTP. d. Leader Zone overview; how it is used during AAR.		
2. Large station orientation. a. Analyze station productivity. b. Observe leadership techniques to include AAR. c. Review the station's ROP and strengths, weaknesses, opportunities, and threats analysis.		
3. Analyze mission planning strategy - large station. a. Inspect recruiter planning guides. b. Inspect school folders. c. Observe prospecting techniques: (1) Telephone. (2) Face-to-face. d. Discuss referral prospecting. e. Visit a COI or VIP with the station commander or recruiter. f. Visit a high school or college.		
4. Meet with First Sergeant. a. Discuss the company situation: (1) Mission accomplishment. (2) Personnel. (3) Legal actions. (4) Demographics and market. b. Discuss company's command philosophy.		
5. Conduct change of command inventory.		
6. Assume command of the company.		

Section III

Phase II: Reception and Integration Counseling Checklist

B-6. General

a. Reception and integration counseling serves two purposes. First, counseling identifies and helps fix any problems or concerns that a new member may encounter in their new duty assignment. Second, it familiarizes them with the organization's standards and shows how they will fit into the team.

b. The new company commander will be briefed on the following topics by the corresponding briefer. The briefer and new commander will initial and date when completed.

B-7. Battalion Commander

- a. The mission and goals of HQ USAREC, the brigade, and the battalion.
- b. Brigade and battalion commander's command philosophy.
- c. Mission of the United States Military Entrance Processing Command and the Military Entrance Processing Station (MEPS).
- d. Battalion boundaries and company zones.
- e. Orientation on the RCCDP expectations and time lines.
- f. The Gunner Certification Program.
- g. Chain of command.
- h. Open-door policy.
- i. Recruiting impropriety (USAREC Reg 601-45).
- j. Discuss and complete the statement of understanding.
- k. Sexual harassment policy.
- l. Officer evaluation report support form.
- m. Verify completion of commander's Safety Program.
- n. New company commander briefs battalion commander on leader plan of action developed at Phase I.

Briefer

Member

Date

B-8. Battalion Executive Officer

- a. Volume II (prohibited recruiting activities and improprieties).
- b. Staff support (reporting procedures).
- c. Unit specific policies and standing operating procedures.
- d. Local environment (friendly or hostile) and the requirement for sending serious incident reports and commander's critical information reports.
- e. Duties and responsibilities of an investigating officer.

Briefer

Member

Date

B-9. Battalion Command Sergeant Major

- a. Battalion policies.
- b. Common personal problems, such as money management and stress.
- c. NCO support channel.
- d. Standards of conduct (USAREC Reg 600-25).
- e. Conduct in the civilian community.
- f. Improper senior and subordinate relationships and fraternization (USAREC Reg 600-25).
- g. Duty performance and expectations.
- h. Professional and career development.
- i. Duties and responsibilities of the First Sergeant.
- j. Expanding the market.

Briefer

Member

Date

B-10. Battalion S-1

- a. Standing operating procedures and policies:
 - (1) Personnel policies.
 - (2) Administrative actions.
 - (3) Noncommissioned officer evaluation reports and officer evaluation reports.
 - (4) Awards.
 - (5) Battalion sponsorship program.
 - (6) Reenlistment.
 - (7) Legal policies and procedures.
 - (8) Company personnel issues and actions.
- b. Personal inprocessing:
 - (1) Sign-in on DA Form 647-1 (Personnel Register).
 - (2) Complete SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate).
 - (3) Complete DD Form 93 (Record of Emergency Data).
 - (4) Prepare orders and statements for quarters allowance and rations.
 - (5) Check for sole parent status; initiate family care plan if necessary (ref AR 600-20).

- (6) Submit travel voucher for permanent change of station.
- (7) Command, brigade, and battalion policy memorandums.
- (8) Special duty assignment pay.

_____ Briefefer	_____ Member	_____ Date
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B-11. Battalion Market and Mission Analyst (S-2)

- a. Market orientation.
- b. Missioning procedures.

_____ Briefefer	_____ Member	_____ Date
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B-12. Battalion Budget and Comptroller

- a. Read AR 380-13 and sign certificate.
- b. Telephone and cell phone procedures and policies.
- c. Special duty assignment pay.
- d. Recruiter expense allowance.
- e. Temporary duty and Government credit card policies.

_____ Briefefer	_____ Member	_____ Date
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B-13. Battalion S-4

- a. Confirm issue of unit crest, dress blue and dress green uniforms, and recruiter badge.
- b. Mail order procedures for purchase of military clothing (if applicable).

_____ Briefefer	_____ Member	_____ Date
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B-14. Battalion Motor Section

- a. Safe use, operation, maintenance, and storage procedures for Government vehicles.
- b. Turn-in DA Form 348 (Equipment Operator's Qualification Record (Except Aircraft)).
- c. Ensure new member has a valid state driver's license.
- d. Verify completion of National Safety Council Defensive Driving Course (must have green card with number and date).
- e. Domicile-to-duty privileges.
- f. Vehicle safety.
- g. Vehicle log book and reports (mileage and accident).
- h. Credit card and tollway procedures.
- i. Use of self-service pumps, when possible.
- j. Use of car wash.
- k. Use of Government vehicles with respect to the consumption of alcohol.
- l. Risk assessments.

_____ Briefefer	_____ Member	_____ Date
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B-15. Battalion Education Services Specialist

- a. The SRP Handbook.
- b. Evaluation of education enlistment credentials.
- c. Overview of schools in the battalion's AO.
- d. Educator and COI tours.
- e. Education enlistment eligibility and battalion school directory.
- f. Department of Defense Student Testing Program (Armed Services Vocational Aptitude Battery marketing and test interpretation).
- g. Concurrent Admissions Program and participating colleges.
- h. Army Continuing Education System programs and services.
- i. Education programs available to battalion personnel.

_____ Briefefer	_____ Member	_____ Date
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B-16. Battalion Advertising and Public Affairs

- a. Obtain photograph of new member.
- b. Prepare hometown news release.
- c. Advertising and public affairs programs and functions at all levels.

- d. Use of recruiting publicity items and personal presentation items.
- e. National and battalion advertising programs.
- f. Battalion policy on placing local media advertising.
- g. Obligation of funds without approval or authority, caution against improper and illegal procurement procedures, and personal liability for expenditures.
- h. Local advertising management program, to include battalion policy on how to obtain approval to place advertising.
- i. Purpose and availability of promotional activities (TAIR and mobile recruiting exhibits).
- j. Use of television and radio stations.
- k. Use of public service advertising.
- l. Mail campaigns.
- m. How to handle newspaper or media inquiries.
- n. Lead Evaluation and Distribution System.
- o. COI and FSTP functions.
- p. Order business cards.

Briefer

Member

Date

B-17. Battalion S-3

- a. Waivers.
- b. Army Reserve operations and programs.
- c. BRIO.
- d. Role of the S-3.
- e. Awards and Recruiting Data System.
- f. Awards programs, such as Soldier of the Year and Audie Murphy Award.
- g. Schedule a MEPS orientation within 30 days of arrival. Must include a complete walk through of MEPS.
- h. Overview of procedures for QC72 of packets through the Guidance Counselor Resource Center.

Briefer

Member

Date

B-18. Battalion Family Readiness Group Representative

- a. Medical services:
 - (1) How to get emergency care.
 - (2) How to change or start TRICARE enrollment. (Play information video and interview Soldier.)
 - (3) How to get dental care (Soldier and family member).
 - (4) How to get prescriptions filled (National Mail Order Pharmacy).
 - (5) Direct care authorization.
- b. Exceptional Family Member Program:
 - (1) Discuss provisions of the Exceptional Family Member Program (eligibility, enrollment procedures).
 - (2) Initiate enrollment, if necessary.
 - (3) Resources available in unit area.
- c. Family member employment assistance:
 - (1) How to contact state employment agency.
 - (2) Helpful Internet addresses for employment information.
- d. Army family team building:
 - (1) Determine what training family member has attended.
 - (2) Discuss Army family team building as a FS sustainment tool.
- e. Family readiness groups:
 - (1) Volunteer opportunities in unit.
 - (2) Unit family readiness group point of contact.
- f. Family Advocacy Program:
 - (1) Discuss purpose of family advocacy.
 - (2) Discuss reporting requirements.
- g. Chaplain support:
 - (1) Brigade and USAREC chaplain telephone numbers.
 - (2) Chaplain Reserve Support Program point of contact.
- h. Army Emergency Relief:
 - (1) Types of assistance available in unit area.
 - (2) Procedures for getting assistance.
- i. Other services and programs managed by the family services coordinator:
 - (1) Credit counseling.
 - (2) Information and referrals.
 - (3) Disaster preparedness.

Briefer

Member

Date

B-19. Battalion Information Management Specialist

- a. Validate USAAC Form 101 (USAAC Information System Access Request) or USAAC Form 107 (Request for IT II or III Category Access Pending Completed Background Surety Investigation).
- b. Issue or build recruiter workstation.
- c. Proper use and safeguard of Government computers.

_____ Briefer	_____ Member	_____ Date
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B-20. Battalion MT

- a. Company operations and training NCO roles and responsibilities.
- b. Army Warrior Training Program.
- c. Overview of ARISS and information management systems.
- d. LMS.
- e. Brigade or battalion training program.
- f. Career development through education (military and civilian).
- g. Common task training program and schedule.
- h. Development programs and expectations.

_____ Briefer	_____ Member	_____ Date
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B-21. MEPS Orientation, Senior Guidance Counselor

- a. Receive orientation briefing from the MEPS leadership.
- b. Observe applicant inprocessing.
- c. Observe testing procedures.
- d. Observe physical process.
- e. Observe the Entrance National Agency Check with Local Agency Check interview process.
- f. Observe a swearing-in ceremony.
- g. Observe the shipping process.
- h. Brief MEPS policies and procedures.
- i. Conduct tour of MEPS facilities.
- j. Quality control procedures, to include unqualified applicants.
- k. Electronic packet preparation and coding.
- l. Eligibility verification.
- m. Observe an applicant selecting a job.
- n. Procedures for handling qualified not enlisted applicants.
- o. Procedures for handling disqualified applicants (permanent and temporary).
- p. Procedures for working with significant others accompanying applicants.
- q. Observe living conditions for applicants in the contract hotel or billets. Observe methods for transporting applicants from the contract hotel or billets to the MEPS.

_____ Briefer	_____ Member	_____ Date
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B-22. Outgoing Company Commander and First Sergeant

- a. Company mission and goals.
- b. Duties and responsibilities of the station commander.
- c. Priority of grad and senior I-IIAs.
- d. Company boundaries and relationship to battalion.
- e. Open-door policy.
- f. Assignment of enlistment processing responsibility (USAREC Reg 600-22).
- g. Allegations of recruiting impropriety (USAREC Reg 601-45).
- h. Company awards program.
- i. Company schools program.
- j. COI and FSTP functions.
- k. Sexual harassment policy.

_____ Briefer	_____ Member	_____ Date
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Section IV

Phase III: Organizational Training

- B-23. Purpose.** Provide organizational training for new company commanders.

B-24. Scope. Officer training within USAREC is designed to train and sustain officers in the mission-essential tasks and skills necessary to accomplish the mission and support professional development. Below is the documentation for organizational training:

Task	Date Trained	Battalion Commander Verification
1. Confirm ROS analysis conducted during Phase I: a. Intelligence. b. Prospecting. c. Processing. d. FSTP. e. RSS. f. C2 systems. g. Training.		
2. Become familiar with the current decisive, shaping, and sustaining operations.		
3. Understand the role of technology in the recruiting process: a. Utilize the Army Recruiting Information Support System (ARISS) and other information management systems. b. Analyze ARISS Top of the System reports. c. Analyze G-2 reports.		
4. Observe recruiting operations in each assigned station.		
5. Visit all Priority 1 high schools, colleges, and universities.		
6. Visit one-half of all assigned troop program units.		
7. Observe one total Army involvement in recruiting (TAIR) event.		
8. Visit the Recruiting Central Web Site and tour the company page.		
9. Understand how the various combat multipliers enhance mission accomplishment: a. Local advertising. b. Local volunteer and civic organizations. c. TAIR. d. COI. e. FSTP. f. Family support group.		

Section V

Phase IV: Gunner Certification

B-25. Purpose. Allow new company commanders to experience firsthand, the TTP used by recruiters to enlist a GA.

B-26. Scope. Award the Gunner Certificate (USAREC Form 1125) and leadership flash to new company commanders upon completion of this program.

B-27. Responsibilities.

- a. HQ USAREC. Provide each brigade with Gunner Certificates (USAREC Form 1125) to recognize new company commanders who complete the program.
- b. Battalion commanders. Verify enlistment and ensure stated criteria are met prior to awarding the Gunner Certificate (USAREC Form 1125) and leadership flash.
- c. Battalion commanders.
 - (1) Assign new company commanders a personal mission of a GA, Regular Army or Army Reserve, in memorandum format.
 - (2) Report mission accomplishment or failure through the brigade commander to the deputy commanding general.
- d. Battalion MTs.
 - (1) Verify enlistment.
 - (2) Coordinate with the brigade MT or designated point of contact to obtain the brigade commander's signature on the Gunner Certificate (USAREC Form 1125).
 - (3) Ensure training records are maintained throughout the company commander's tour of duty.
- e. New company commanders.
 - (1) Accomplish assigned mission within the first 90 days of assuming command in accordance with Army and USAREC enlistment policies and procedures.
 - (2) Generate leads required for mission accomplishment.

B-28. General.

- a. The mission received by the new company commander will not increase the company's mission.
- b. The company commander will contract only one applicant. They will not process prospects in categories other than assigned by the battalion commander; refer those prospects to the appropriate recruiting station.
- c. The company commander will follow all procedures and steps of the processing cycle. The enlistment cannot be a referral from a recruiter, it must be self-generated. The appropriate recruiting station will receive enlistment credit; however, the applicant must ship for the certificate to be valid. If the company commander's FS becomes a loss, the Gunner Certificate (USAREC Form 1125) will be invalid. The company commander must make up the loss to revalidate their certificate. During the enlistment process, the First Sergeant or company operations and training noncommissioned officer (NCO) may assist the company commander. Under no circumstances will the trainer become directly involved in the actual processing of an applicant.
- d. The company commander will be the recruiter of credit, under the provisions of this program. This procedure ensures all production records balance at each echelon of the recruiting organization, and the enlistment is accomplished with minimal deviation from normal production management procedures.
- e. Should the new company commander fail to achieve the assigned mission, the battalion commander will determine the cause and forward a report through the brigade commander to the deputy commanding general. The report will contain the specific reasons for mission failure and provide a detailed plan for corrective action. This report is subject to review during quarterly training briefings.

Section VI**Phase V: OPD Program**

B-29. Purpose. Provide professional development for company commanders.

B-30. Scope. Leader development is achieved through institutional and organizational training, operational experience, and self-development. Commanders must design professional development programs to foster a common bond and broaden the knowledge base of their officers. Commanders should conduct quarterly OPD sessions on topics related to professional development and personal growth. DA Pam 600-3 is the Army's professional development guide for officers and should be referred to for branch and functional area and key generalist position information.

B-31. Professional development readings. As a part of continuing education, the following professional readings should be completed:

- a. The 21 Irrefutable Laws of Leadership, by John Maxwell.
- b. Winning Every Day, by Lou Holtz.
- c. Virtual Leadership: Secrets from the Round Table for the Multi-Site Manager, by Jaclyn Kostner.
- d. Who Moved My Cheese, by Spencer Johnson.
- e. First, Break all the Rules, by Marcus Buckingham and Curt Hoffman.
- f. The Fall of Advertising and the Rise of PR, by Al Ries and Laura Ries.
- g. Small Unit Leadership: "A Common Sense Approach," by Dandridge Malone.
- h. Blink: The Power of Thinking Without Thinking, by Malcolm Caldwell.
- i. Jack: Straight from the Gut, by Jack Welch with John A. Byrne.
- j. Good to Great, by Jim Collins.
- k. Future Soldiers and the Qualitative Imperative: The Army 2010 Conference (chap 15 only), by Robert L. Phillips and Maxwell R. Thurman.
- l. 101 Strategies for Recruiting Success, by Christopher W. Pritchard.
- m. Attitudes, Aptitudes and Aspirations of American Youth: Implications for Military Recruitment, by the National Research Council of the National Academies.
- n. Report: Reserve Recruiting and the College Market, by Beth Asch and David Loughran.
- o. Now, Discover Your Strengths, by Marcus Buckingham and Donald O. Clifton, Ph.D.

B-32. Summary. The leader development program provides professional growth for all personnel, regardless of rank or experience. Leader development is a process that builds competent, dedicated, confident, and adaptive leaders who remain relevant and ready in the ever-changing recruiting environment. Leader development begins with the Soldier's reception and integration and continues with basic skills development, education, experience, and selection for advancement. Each step in the process builds on past successes, progressing to greater challenges.

Appendix C

Task Matrix and Task Assessments

Section I

Critical Task Validation

C-1. Chapter 2, STP 12-79R-OCFS lists the subject areas, critical tasks in each subject area, and the frequency of sustainment training for each critical task.

C-2. Chapter 3, subject area 9, STP 12-79R-OCFS lists the conditions, standards, performance steps, evaluation preparation, performance measures, and evaluation guidance for all company commander critical tasks. The performance measures for each critical task have associated “Go” and “No-Go” evaluation blocks. Evaluation guidance: Score “Go” if new company commander correctly performs all performance measures. Score “No-Go” if they incorrectly perform one or more performance measures. Provide on-the-spot corrections.

NOTE: Check and date the validation with a pencil for a “No-Go.” When each validation is accomplished as “Go,” then check, annotate the date, and initial in ink.

Subject Area	Validation	Critical Task	Validation
Intelligence	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7001 Conduct Recruiting Intelligence Preparation of the Battlefield (IPB)	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
Prospecting	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7011 Develop a Company Postsecondary Schools Program	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
		805B-79R-7003 Manage Company Prospecting and Processing	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
Processing	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7010 Control Processing Responsibilities Within a Company's AO	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
		805B-79R-7012 Monitor Company Level Processing Activities	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
FSTP	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7004 Manage the Company FSTP	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
RSS	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7002 Coordinate Assets in Support of Recruiting IPB	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
		805B-79R-7005 Manage Company Resources	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
		805B-79R-7033 Employ Education Services Specialist Support in a Unit's AO	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
C2 Systems	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7008 Develop a Recruiting Company Operational Plan	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
		805B-79R-7007 Conduct a Company AAR	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go
Training	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go Bn Cdr Initials _____	805B-79R-7006 Perform Company Training	Date: _____ <input type="checkbox"/> Go or <input type="checkbox"/> No-Go

Section II

Critical Task Assessments

Intelligence

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to conduct an IPB that will enable you to accurately define the local recruiting environment, describe the effects of the recruiting environment on the mission, evaluate and identify local markets of opportunity, and provide a supporting synchronization matrix that targets high payoff zones and events.

Assessments
Bn Cdr and/or Bn, Bde, or RRS-T Staff
Bn Cdr's Review
Date: _____ Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
Intelligence	805B-79R-7001 Conduct Recruiting IPB	Date:_____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

Prospecting

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to develop a company schools program that will ensure recruiter responsibility for each school, incorporate a plan to penetrate the high school, college, and vocational school markets; and ensure the collection of accurate data. You will also develop and execute a company prospecting plan that will manage processing activities and meet company prospecting goals.

Assessments
Bn Cdr and/or Bn, Bde, or RRS-T Staff
Bn Cdr's Review
Date: _____ Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
Prospecting	805B-79R-7011 Develop a Company Postsecondary Schools Program	Date:_____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained
	805B-79R-7003 Manage Company Prospecting and Processing	Date:_____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

Processing

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to identify the recruiter or station that has the authority to process the applicant and assign that responsibility. You will also monitor company level processing activities.

Assessments	
Bn Cdr and/or Bn, Bde, or RRS-T Staff	
Bn Cdr's Review	
Date: _____	Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
Processing	805B-79R-7010 Control Processing Responsibilities Within a Company's AO	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained
	805B-79R-7012 Monitor Company Level Processing Activities	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

FSTP

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to prepare all FSs for basic combat training and achieve an 85 percent FS accession rate.

Assessments	
Bn Cdr and/or Bn, Bde, or RRS-T Staff	
Bn Cdr's Review	
Date: _____	Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
FSTP	805B-79R-7004 Manage the Company FSTP	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

RSS

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to place and synchronize resources, assets, and ROS on the right target at the right time. You will also provide essential support that facilitates ongoing recruiting company operations.

Assessments	
Bn Cdr and/or Bn, Bde, or RRS-T Staff	
Bn Cdr's Review	
Date: _____	Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
RSS	805B-79R-7002 Coordinate Assets in Support of Recruiting IPB	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained
	805B-79R-7005 Manage Company Resources	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained
	805B-79R-7033 Employ Education Services Specialist Support in a Unit's AO	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

C2 Systems

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to develop a company ROP. You will also identify shortfalls in recruiting systems and processes affecting station mission accomplishment and provide leadership development that alleviates identified deficiencies.

Assessments	
Bn Cdr and/or Bn, Bde, or RRS-T Staff	
Bn Cdr's Review	
Date: _____	Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
C2 Systems	805B-79R-7008 Develop a Company Operation Plan	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained
	805B-79R-7007 Conduct a Company AAR	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

Training

At the completion of this process you will have validated your knowledge and ability to apply, through demonstration, the collective integration of individual skills tasks. You will be required to conduct needs-based company training that addresses recruiting performance deficiencies and improves company mission accomplishment and administration.

Assessments
Bn Cdr and/or Bn, Bde, or RRS-T Staff
Bn Cdr's Review
Date: _____ Initials: _____

NOTE: Check and date the assessment with a pencil for a (P) Needs Practice or (U) Untrained. When each task is accomplished as (T) Trained, then check and annotate the date in ink.

Subject Area	Tasks	Assessment
Training	805B-79R-7006 Perform Company Training	Date: _____ Assess either <input type="checkbox"/> (T) Trained, <input type="checkbox"/> (P) Needs Practice, or <input type="checkbox"/> (U) Untrained

Training Records

(For use of this form see USAREC Reg 350-1)

- ### 3. TASK

DATE _____

TRAINING RECEIVED AND RECOMMENDATIONS

TRAINER'S NAME AND INITIALS

TRAINEE'S RESPONSE AND/OR COMMENTS

WHAT DID YOU LEARN?

WHAT ARE YOUR TRAINING NEEDS?

TRAINEE'S NAME AND SIGNATURE

Appendix E

Developmental Counseling Records

DEVELOPMENTAL COUNSELING FORM For use of this form, see FM 6-22; the proponent agency is TRADOC.			
DATA REQUIRED BY THE PRIVACY ACT OF 1974 AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN) PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates. ROUTINE USES: For subordinate leader development IAW FM 6-22. Leaders should use this form as necessary. DISCLOSURE: Disclosure is voluntary.			
PART I - ADMINISTRATIVE DATA			
Name <i>(Last, First, MI)</i>	Rank/Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: <i>(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)</i>			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
OTHER INSTRUCTIONS			
This form will be destroyed upon: reassignment <i>(other than rehabilitative transfers)</i> , separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.			

DA FORM 4856, MAR 2006

EDITION OF JUN 99 IS OBSOLETE

APD V2.00

Plan of Action: *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s.) The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)*

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)*

Individual counseled: ☐ I agree ☐ disagree with the information above.

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action.)*

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)*

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Appendix F

Phase Review Comments

**Bn Cdr Comments
(Phase I: Institutional Training)**

Date: _____

Record of Review (Comments): _____

Bn Cdr Signature: _____

**Bn Cdr Comments
(Phase II: Right Seat and Left Seat Ride Program and Reception and Integration)**

Date: _____

Record of Review (Comments): _____

Bn Cdr Signature: _____

**Bn Cdr Comments
(Phase III: Assessment and Organizational Training)**

Date: _____

Record of Review (Comments): _____

Bn Cdr Signature: _____

**Bn Cdr Comments
(Phase IV: Validation)**

Date: _____

Record of Review (Comments): _____

Bn Cdr Signature: _____

**Bn Cdr Comments
(Phase V: OPD Program)**

Date: _____

Record of Review (Comments): _____

Bn Cdr Signature: _____

Assessment Records

Task #: _____

23

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ Co Cdr Name and Initials: _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

☐ (T) Trained

☐ (P) Needs Practice

☐ (U) Untrained

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ Co Cdr Name and Initials: _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
- ☐ (U) Untrained
- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ Co Cdr Name and Initials: _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

☐ (T) Trained

☐ (P) Needs Practice

☐ (U) Untrained

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
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- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ Co Cdr Name and Initials: _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
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Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ **Co Cdr Name and Initials:** _____

Co Cdr Feedback: _____

Record of Assessment Observations

Task #: _____

Task Title: _____

- ☐ (T) Trained
- ☐ (P) Needs Practice
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- (Check one)*

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Name and Initials: _____ Co Cdr Name and Initials: _____

Co Cdr Feedback: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Record of Validation Observations

Task #: _____

Task Title: _____

☐ Go

☐ No-Go

(Check one)

Date: _____

Record of Observation (Strengths and Weaknesses): _____

Bn Cdr Signature: _____

Glossary

AAR

afteraction review

AO

area of operations

ARISS

Army Recruiting Information Support System

C2

command and control

COI

center of influence

DL

distance learning

FS

Future Soldier

FSTP

Future Soldier Training Program

HQ USAREC

Headquarters, United States Army Recruiting Command

IPB

intelligence preparation of the battlefield

LMS

Learning Management System

MEPS

Military Entrance Processing Station

MT

master trainer

NCO

noncommissioned officer

OPD

officer professional development

RCCC

Recruiting Company Commander's Course

RCCDP

Recruiting Company Commander Development Program

ROP

recruiting operation plan

ROS

recruiting operating systems

RRS

Recruiting and Retention School

RRS-T

Recruiting and Retention School-Training

RSS

recruiting service support

SRP

School Recruiting Program

TAIR

total Army involvement in recruiting

TTP

tactics, techniques, and procedures

USAREC

United States Army Recruiting Command

VIP

very important person